



# County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN  
Chief Administrative Officer

June 24, 2005

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To: Supervisor Gloria Molina, Chair  
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From: David E. Janssen  
Chief Administrative Officer

Jon W. Fullinwider  
Chief Information Officer

## **BUSINESS CONTINUITY PLANNING – EIGHTEEN MONTH STATUS REPORT**

On March 4, 2003, your Board directed the development of a Countywide Business Continuity Planning (BCP) program. The attached report describes progress the County has made on this project over the last 18 months. The goal of this report is to provide an overall status of the County's BCP program and describe our plans for the future. I will resume sending you quarterly BCP status reports in August, 2005.

To respond to the Board's directive, we established and launched a multi-phased approach to BCP. The BCP Eighteen Month Status Report is organized according to three distinct phases of Business Continuity (BC) planning: Inventory of Critical Services (Phase I), Plan Development (Phase II), and Development of a Countywide BCP and BCP Maintenance and Exercising (Phase III). The report lists the program's major activities and accomplishments. It describes efforts to implement the program planning process, establish an inventory of critical services for departments, and to complete individual departmental operation recovery plans for mission-critical processes (business functions requiring recovery in less than one business day).

We continue to stress to department executive management the importance of shifting from Information Technology-based (IT) recovery planning to comprehensive BC planning.

Each Supervisor  
June 24, 2005  
Page 2

We recognize that IT and disaster recovery services are an essential component of a larger business process. Today, BCP is a business-centric rather than IT-centric model, as in the past.

I am pleased to report that all County departments are actively engaged in the business continuity planning process and have completed key activities toward the recovery of their most critical business assets.

My Office of Emergency Management (OEM), working in close partnership with the Chief Information Office (CIO), is leading the County's BCP efforts. OEM, with CIO support, will continue to provide guidance to departments as they write BC plans, and will monitor their progress to ensure that plans are completed, maintained and tested.

Please direct business-specific planning questions regarding the attached report to Ian Whyte in the County Office of Emergency Management at (323) 980-2253. Disaster recovery (IT-specific) questions may be directed to Sir Clark in the Chief Information Office at (213) 974-1739.

Our next BCP quarterly status report will be sent to you in August.

DEJ:CP  
IW:jl

c: All Department Heads  
Board Emergency Preparedness Deputies

Attachment

**COUNTY OF LOS ANGELES BUSINESS CONTINUITY PLAN EIGHTEEN MONTH  
STATUS REPORT**

This report lists the Business Continuity Program's (BCP) major activities and accomplishments. It describes efforts to: 1) implement the program planning process, 2) establish an inventory of departments' critical services and, 3) complete individual departmental recovery plans for mission-critical processes (business functions requiring recovery in less than one business day). The report is organized based on three phases of BC planning.

**INVENTORY OF CRITICAL SERVICES (PHASE I)**

The following Phase I tasks and objectives have been completed:

- 1) The Chief Information Office (CIO) contracted with Strohl Systems to provide web-based software to support BC planning and to provide consultants to train County staff on BCP methodology, administration, and use of the software. Strohl also modified the software to specifically address County requirements. Your Board approved the Strohl contract on October 21, 2003.
- 2) Based on your Board's expectations and Chief Administrative Office (CAO) instructions, all departments established BCP teams to develop their plans.
- 3) Strohl installed the *Living Disaster Recovery Planning System (LDRPS)*, the BCP web-based software which documents the details of an organization's BC plan.
- 4) Strohl installed a Business Impact Analysis (BIA) Web Survey tool comprised of a web-based module for departments to conduct their own business impact analyses.
- 5) Strohl trained the County's core BCP planning team on software administration and BCP methodology.
- 6) Strohl assisted the County team to customize the software to support the County's BCP framework, including configuring the software to organize County information, develop a basis for reporting, and to create structures for departments by location.
- 7) Four pilot departments (Auditor-Controller, CAO Office of Emergency Management (OEM), Internal Services Department (ISD), and Department of Public Works) tested the software modifications.

- 8) Strohl consultants and OEM staff trained departments' BCP Coordinators on how to use LDRPS software. OEM staff provided follow-up training for department personnel that could not attend the original sessions.
- 9) The Emergency Management Council (EMC) established countywide program priorities to assist departments to internally organize their program continuity and restoration priorities.
- 10) Departments completed their BIA surveys, including an inventory of all programs in the County, ranked by department and countywide priorities. The BIA surveys also captured general information on communications and Information Technology (IT) systems associated with each program, and basic financial impact data. The BIA survey established a total of 719 business functions for all County departments. The results were used to establish: 1) an inventory of prioritized processes, 2) *Recovery Time Objectives* (RTOs), which quantify the amount of time a business process can be interrupted before there is an unacceptable delay in service delivery and, 3) associated resources required for recovery operations.
- 11) The BIA survey data was migrated to the LDRPS software, which maintains and documents the details of each organization's BC plan.
- 12) All departments completed a high-level BCP Crisis Management Plan based on their BIA results. This plan includes an inventory of critical business processes along with key executive contact information, a general estimate of financial impacts, department and countywide priorities, IT needs, and RTOs.
- 13) In July 2004, to promote and heighten focus on BC planning, the CIO facilitated expanded department participation in the annual ISD Countywide IBM Hot-site Test, to test the disaster recovery capabilities (off-site tape back-ups) for their departmental applications hosted on the County's IBM mainframe.

## **PLAN DEVELOPMENT (PHASE II)**

We have concentrated the plan development phase on completion of comprehensive departmental BC plans, including Disaster Recovery Plans (DRPs), for mission-critical processes (business functions requiring recovery in less than one business day), as identified in the Crisis Management Plan. The Crisis Management Plan created the foundation for the entire BCP program planning process. Phase II also included BCP and DRP plan writing workshops and practice sessions.

- 1) OEM conducted training sessions for multiple departments to assist them in the plan writing process using the Strohl System's plan writing software. All departments completed BCP and DRP writing workshops and practice sessions.

The CIO supported these efforts by providing expert guidance in DRP (IT-focused recovery planning), which is part of a comprehensive BCP process. To address the critical issue of "seat of government", departments in the Kenneth Hahn Hall of Administrative received additional focus and support.

- 2) Over 280 BCP team members have received training and are actively writing plans. OEM and CIO held over 60 planning meetings and workshops during the past several months. Using the Strohl software, OEM established additional practice sessions twice each week for all departments during the months of March and April 2005 to further assist them with their plan development. Staff from OEM and CIO continues to work with department plan writers to facilitate plan development.
- 3) ISD has completed its Data Center recovery planning to ensure that their plan supports departmental recovery strategies that are dependent on hosted ISD resources.
- 4) The Department of Health Services (DHS) continues to make progress in completing their BC plans. Due to DHS' complexity, they were divided into three separate sections to develop their plans: Health Services Administration, Public Health, and Personal Health. All three sections are well underway in their detailed plan development, and some are close to completion. CIO developed a specialized DRP plan template to address their unique complexity. DHS management has been very supportive of your Board's BC planning goals and continues to make it a priority.
- 5) OEM posted and distributed county-specific BC plan development materials on the Los Angeles County Operational Area website. OEM and CIO, with assistance from ISD, are developing a Countywide BCP communication capability using ISD's List Server.
- 6) OEM and CIO invited each department's BCP team members to a BCP Program Status meeting. The focus of the meeting was an open dialogue about the status of departments' BCP efforts. The meeting discussed disaster recovery (IT recovery) as a critical component of the departments' BCP efforts and the need for close communication and collaboration between department management and IT personnel in developing their plans.
- 7) OEM also completed an initial County departments BCP exercise as part of our annual County Operational Area exercise program.
- 8) All departments are currently writing BC plans for their critical business processes. We estimate that more than 75 percent of the departments' plans are more than 50 percent complete.

## **DEVELOPMENT OF A COUNTYWIDE BUSINESS CONTINUITY PLAN, AND BCP MAINTENANCE AND EXERCISING (PHASE III)**

The County will accomplish Business Continuity management and coordination in Phase III with the development of a countywide BC plan that includes the development of shared resources to manage a wide-spread, multi-department event. During Phase III we will also establish procedures for ongoing BCP maintenance and exercises. Departments will also be required to initiate the BCP (which includes DRP) planning process for less critical business processes, as identified in their Crisis Management Plans. OEM and CIO will continue to provide guidance to all departments that require assistance to develop their plans.

### **Plans for BCP Maintenance**

Plans are only valuable if they are kept current and exercised on a regular schedule. The BCP program will include ongoing plan maintenance and exercising. This maintenance process will continue to update previously developed plans, develop plans for less critical business processes identified in the Business Impact Analysis (BIA), and develop plans for new systems, such as eCAPS.

OEM will continue to include BCP exercises in the County's annual emergency exercise program. The CIO will continue to facilitate department participation in the annual Internal Services Department hot-site test as part of the County's effort to strengthen disaster recovery preparedness.

To ensure that BCP procedures allow departments to recover office operations, information technology, and communication networks after a disruption, each department will establish policies for more frequent, random exercises to test their plan's effectiveness.

Please direct business-specific questions regarding this report to Ian Whyte in the County Office of Emergency Management at (323) 980-2253. Questions regarding disaster recovery (technology-specific) may be referred to Sir Clark in the Chief Information Office at (213) 974-1739.

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